AG500-1U 7/90

NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY

June, 1990

Provided by:

Nursing90

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

RECRUITMENT SURVEY

June, 1990

SUMMARY

- The RN shortage continues the moderating trend noted last year. Decreases are again recorded for the average number of RN vacancies (34 vs. 37) and the average number of RNs to be recruited (78 vs. 86). The 10% RN FTE vacancy rate does not change significantly from the 9% of 1989.

- Difficulty in filling critical care positions continues the decline first noted last year, dropping to 37% this year--down from 50% last year and previous levels of 56%-65%. Difficulty in recruiting medical/surgical nurses (50%) outranks ICU/CCU in difficulty for the first time since the survey was initiated in 1980.

- Retention efforts continue the successful pattern identified last year. The 17% turnover rate--down ever so slightly from the 18% last year--is a record low and far below the 27%/30% of the last shortage in the early 1980s.

- As in 1984, the last year measured, tuition reimbursement is the top ranked retention benefit (now 23% vs. 22%). Salary and working conditions (17%/18%) increase by 10 percentage points.

- Benefits directed at attracting new nurses increase markedly--especially scholarships for student nurses (59% vs. 37%), work study programs for students (34% vs. 27%), and special orientation/internship programs (81% vs. 77%). With the exception of a decline in critical care internships, all other benefits for health care employees are relatively stable.

- Minimum and maximum nursing salaries are 6% to 8% higher than last year regardless of the level of nursing position. Most allied health salaries register similar increases.

- Recruitment costs are escalating. Budgets (averaging $237,074) duplicate the 26% hike last year. Cost per hire ($2,128) is up 8% after increasing 3% the previous year. Recruiter salaries ($33,282) are up 4%.

- Long term/extended care facilities offer competitive starting salaries to nurses and recruiters, but benefits offered to health care employees are lower.

INDEX

	Report	Tables
Hospital data	3,4	8,9
Recruitment budget	4	9,10
Nurse recruitment/vacancies	4,5	10-13
benefits/salaries	6,7	16,17
Retention	5	13
Allied health recruitment	5	14,15
Long term/extended care	6	14
Recruiter responsibility	7	17-19

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

BACKGROUND

The 1990 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on February 1, 1990. Information was requested concerning bed capacity, staffing, employee benefits, recruitment methods, and duties associated with the recruiter position. The questionnaire was a slight modification of the 1989 form and included a repeat question about retention benefits (reinstated from early 1980 surveys), and a special section on long term health care.

This is the eleventh consecutive year that Springhouse has conducted the survey for the Association, documenting this decade's recruitment events and trends since 1980. Data presented in this year's report is for selected years only. Please refer to previous reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

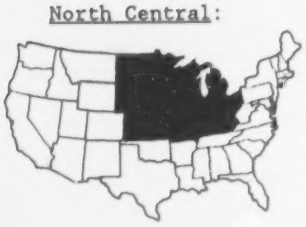
On February 1, 1990 questionnaires were sent to 993 recruiters from the NAHCR active membership of 1290 in the continental U.S. A follow-up postcard was mailed on February 16. As in previous years: 1. The names of NAHCR members employed by the same facility were combined into one request for information. 2. Agencies and recruiters for hospital corporations are not included due to the incompatibility of their numerical data with individual hospitals. (Data from recruiters serving hospital complexes with 2-10 facilities is included.)

Region:	Questionnaires Mailed #	Tabulated Responses #	Response Rate %
Northeastern	315	125	40
Southern	257	73	28
North Central	255	91	36
Western	166	61	37
National	993	350	35

Information about 350 acute care or combination facilities and 9 strictly long term bed facilities was tabulated giving a response rate of 35%. Survey respondents were offered a free $300 registration for the July 18-22 Image'90 Conference in Marco Island, Florida. While the response rate is not as high as last year's record 42% utilizing a $300 cash award, it is about average for the past 10 years.

REGIONS

North Central:

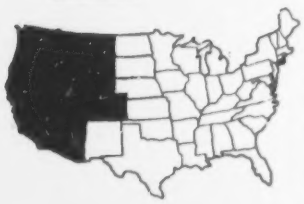


IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI

Northeastern:

CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV

Western:



AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY

Southern:

AL, AR, FL, GA, LA, MS, NM, NC, OK, SC, TN, TX

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

The majority of survey respondents (98%) recruit for acute care/short term hospitals. Most of these facilities (76%) have only short term beds, while 24%--double the 12% last year--recruit for acute care hospitals with some long term beds.
An additional 9 recruiters (2%) are employed in facilities with only long term beds. Since several LT recruiters include data from many facilities and some statistics differ markedly for short term facilities, information from these nine institutions is not included in the standard tables. A separate section describes the characteristics of long term institutions.

HOSPITAL DATA

According to respondents, the average number of beds is 419--2% lower than the 428 last year. The general composition of survey hospitals by bed capacity has not varied over the past 6 years with the majority in the 100-499 (67%) and 500-999 (25%) range. An equal 3% have 1000 or more beds or less than 100 beds. Fewer respondents this year (75% vs. 83%) say that bed capacity has remained the same while more (15% vs. 10%) report an increase. A comparable 8% (vs. 6%) reveal a decrease. The 72% average daily patient census is equal to last year's 72%.

The national average for budgeted FTE (full-time/full-time equivalent) RNs is 385--down sharply from 429 in 1989. This 10% decline exceeds the 3% drop of last year and also the current 2% reduction in bed size. Nationally, the ratio of bed capacity per FTE RN (1.09) and the daily patient census/nurse ratio (0.79) are up slightly over last year--reversing the steady decline since 1980. While the increase in the bed capacity ratio may be attributed to the use of "licensed" beds (previously not specified), the daily patient census calculation is not affected. This slight decrease (0.07) may reflect some reduction in the number of RNs.

	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1990*	1989	1985	1980	1990	1989	1985	1980
Northeastern	1.18	1.03	1.38	1.59	0.98	0.80	0.96	1.31
Southern	1.11	1.08	1.38	1.59	0.72	0.76	1.00	1.28
North Central	1.09	0.96	1.12	1.63	0.73	0.66	0.80	1.36
Western	0.88	0.90	1.02	1.26	0.61	0.58	0.72	1.00
National	1.09	1.00	1.19	1.56	0.79	0.72	0.86	1.27

How to read the tables:

Nationwide in 1990, one FTE nurse is responsible for 1.09 beds based upon the total beds available in the hospital.
** "Licensed" specified in 1990.*

One nurse is responsible for 0.78 of those occupied on a daily average. Based on the inverse ratio, there were 1.3 FTEs nurses per patient.

There are slight changes in the staffing mix of full-time and part-time RNs. Fewer report an increase in part-time (27% vs. 35%), coupled with a slight increase in more full-time (19% v 15%) and those indicating no change (49% vs. 46%).

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

Comparable to 1989, half the facilities represented either now use (36%) or plan to use (14%) another category worker to assume non-nursing duties of nurses. Current utilization is slightly higher in the Northeast and North Central states (41%/42%) than elsewhere. Assistance mentioned most frequently is similar to last year and includes employing dietary/nutritional aides for tray delivery and pick-up (53 respondents), followed by housekeeping help for cleaning and making beds (42), patient escorts to transport patients (32), unit clerks, ward secretaries (20), and more orderlies/nurses aides (13).

RECRUITING - BUDGET/VACANCIES

Again this year, seven out of ten hospitals have a separate recruitment budget, and most provide specific data. Recruitment budgets, averaging $237,074 in 1990, register a 23% increase over the budget of the previous year ($193,300)--only slightly less than last year's 26% gain.

It is difficult to compare budgets among facilities for reasons other than the expected variations by hospital size and the number of FTE RNs to be recruited. Although not all respondents indicate the percentages allocated to specific expenditures (12%), those who do reveal that some recruitment budgets include advertising (83%), a few (5%) do not with advertising funded from another source. Some include recruiter salaries (61%), others do not (27%). The average budget including recruiter salaries is $287,127, more than double the $126,559 when salaries are not included. Not surprisingly, those without salaries spend a higher percentage on advertising (55%) than those with salaries (38%).

Nationwide, slightly fewer respondents this year report a budget increase (52% vs. 62%) and more remain the same (26% vs. 12%). The start up of a new recruitment program (5%) is slightly lower than the last two years (8%/10%).

The national average for the number of FTE RNs to be recruited this year, 78, is down significantly from 86 in 1989 and the 99/100 of the previous two years. The national average number of RN FTE vacancies is slightly less than last year--34 vs. 37 last year and 42 in 1988 but still considerably higher than the low 13/17 of 1984/85.

The 10% value for the percentage of nursing vacancies in each hospital--calculated as the number of RN FTE vacancies divided by budgeted number of RN FTE--is comparable to last year (9%) and higher than the low of 7% in 1986.

JOB SPECIALTIES - RELATIVE DIFFICULTY IN HIRING

Again this year, ICU/CCU vacancies are not as hard to fill as in the past, down sharply nationwide to 37% from 50% last year and usual pre-1989 levels of 56% to 65%. The most dramatic decline again occurs in the Northeast and South where CCU/ICU vacancies are now 25% (vs. 37% in 1989) and 40% (vs. 54%), respectively. CCU/ICU vacancies in these areas are also less difficult to fill than Med/surg (25% vs. 48% NE and 40% vs. 64% in the South). ICU/CCU and Med/surg are exactly equal to each other in difficulty in the North Central (48%) and Western (41%) states.

Nationwide, difficulty in recruiting medical/surgical nurses (50%) shows little change over the 48% reported last year, with both years above the previous highs of 40%/42% in 1980/81.

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

RECRUITMENT METHODS

The 17% national turnover rate for nurses is a record low, similar to the 18% of 1989 and 1984 - 1986 and much below the 27%/30% in the early 1980's. The cost per hire continues to rise (8% over 1989 vs. 3% increase in 1988) and is now $2,128 nationally and higher in the Northeast ($2,433) than elsewhere.

The use of recruiting/employment agencies, 33% nationwide, matches last year's 34% and is lower than the record high of 41% in 1988. Almost a quarter (23% nationwide) of the facilities recruit foreign nurses -- again with greater use in the Northeast and South (27%/34%) than in North Central and Western states (8%/21%). As in 1989, six out of ten who recruited foreign nurses this year plan to do so in 1990. An equal 20% say they might or will not do so.

As in the past, virtually all recruiters utilize local advertising and career days to recruit nursing personnel. About three-quarters contact new nurses through individual campus visits, job fairs, and student nurse conventions. The use of other advertising methods is comparable to last year and represents substantial preference by two-thirds of the recruiters: non-local advertising, national journal advertising, and career directories.

The average number of recruitment trips is about the same as last year (14 vs. 15). Fewer respondents made more trips last year than the previous year (36% vs. 51%) while more made the same number (42% vs. 35%) or fewer trips (16% vs. 10%).

ALLIED HEALTH RECRUITMENT

Two thirds of the respondents (228) this year provide information about recruitment of allied health personnel--fewer than last year (72%) but comparable to 1988 (64%) Only national values are reported in the tables since most regional numbers are too small to produce meaningful comparisons.

Physical therapists continue to be the hardest positions to fill (67% vs. 69%), followed by Radiology technician (52% vs. 57%). Difficulty in filling other allied health positions decreases over 1989 and is more in line with 1987/88 values: Pharmacist (38% vs. 62%), Medical technologist (35% vs. 51%), Occupational therapist (34% vs. 46%) and Respiratory therapist (28% vs. 51%). Other current vacancies noted by 10 to 14 respondents in 1990 include nuclear and radiation therapy technicians, medical transcriptionists, and social workers.

This year respondents were asked to list in order the 3 positions that are hardest to fill, with #1 being most difficult. Most recruiters regard PTs as the most problematic by a wide margin with 45% saying it is number one in difficulty. Radiology technicians are next in the most difficult category (18%) and Pharmacists follow with 12%.

When asked what recruiting methods had been most successful, respondents again mention local advertising (43%) most frequently, followed by national professional journal advertising (27%). Mass direct mailings and referrals/word of mouth (17%/18%) are up slightly while career days, ads (nonspecified) and campus visits (10% to 18%) are comparable to last year.

The needs and requirements in allied health recruitment show little change over 1988 and 1989 and respondents report few vacancies (1-2) in allied health positions. With the exception of Radiologic technicians, fewer have no vacancies in most positions (by 8 to 13 percentage points). Recruitment goals are similar to last year and average 4 for Respiratory therapists, 1 for Occupational therapists, and 2 or 3 each for all others.

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

LONG TERM/EXTENDED CARE

Although the number of respondents in only long term facilities is small and percentages not projectable, some interesting observations can be made. Data from the recruiters in multiple facilities is included where meaningful and excluded where large numbers would distort results, e.g. # vacancies, long term beds, etc.

Respondents in long term/extended care facilities recruit for more average long term beds (202) than those in combination facilities (116). The staffing mix is notably different with long term facilities using fewer RNs (18% vs. 70%), slightly more LPN/LVNs (21% vs. 7%), and substantially more nurses aides (61% vs. 15%).

Due to staffing mix variations, the number of RNs to be recruited (20) is obviously smaller than in acute care and/or some long term bed hospitals (78). Benefits offered to health care employees are not as generous. Three-quarters (78%) offer dental insurance, pension, and credit union compared to 91% to 93% in short term or combination hospitals. Pharmacy discounts are available to 67% (vs. 81%) and tax annuity to 56% vs. 93%. In general, the RN vacancy rate and turnover rate (each 23%) exceeds that of the combination facilities.

Starting salaries in extended care facilities are quite competitive. Minimum and maximum LPN/LVN salaries ($18,153) and ($25,244) are 5% and 7% higher, respectively, than other facilities. Average minimum RN salary of $26,484 is 3% higher. The average maximum RN and administrative salaries are lower (10% to 26%). Recruiter salaries ($34,800) are comparable (vs. $34,598).

RETENTION

This reinstated question from 1980 to 1984 about programs and benefits most helpful in retention reveals that tuition reimbursement continues to be ranked first (23% vs. 22% in 1984). Working conditions and salary follow with 17%/18%--up from 6%/8%. Flexible scheduling (15%) and Career ladder (11%) are up 3 percentage points while Pay back differentials/buy back options (11%) is a new entry.

BENEFITS

In addition to health and life insurance, virtually all facilities (86% to 98%) offer tuition reimbursement, pension plans, tax sheltered annuities, dental insurance, and credit unions to health care employees, with little change over the last five years.

Child care centers nationwide increase to 41%--higher than the 34% last year and continuing to rise steadily from 23% in 1984. Wellness centers, available to 39%, are about equal to last year. Pharmacy discounts (81% nationwide) continue to drop slightly over last year (83%) and the previous year (85%).

Benefits offered to nurses show the greatest gains in programs designed to attract new nurses--especially in scholarships for nursing students (59% vs. 37%), work study programs (34% vs. 27%), and special orientation/internships (81% vs. 77%). The only other nursing benefit to increase significantly is weekend differential payment--up to 67% over 59% last year.

Flexible staffing stabilizes at 86% after rising steadily from 55% in 1980. Modest increases of 2 percentage points are seen in clinical laddering (51% vs. 49%) and sign on bonuses (24% vs. 22%). No change is recorded in paid-time off to attend seminars/continuing education (85%), and Evening/night differential payment (97%).

Since Critical care is no longer the most difficult nursing specialty to fill, it is not surprising that fewer facilities offer Critical care internships this year (44% vs. 47% to 52% nationwide for the past three years).

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

SALARIES

Average minimum and maximum nursing salaries increased a fairly uniform 6% to 8% above 1989, virtually duplicating the percentage raise of last year. Also as in 1989, the average salaries for LPN/LVNs and minimum for staff nurses are slightly higher in the Northeast than in other regions, while the usual somewhat higher salaries in the West prevail for other nursing positions.

The average minimum RN salary of $25,721 (up 7%) varies by $3,500 from the high $27,493 in the Northeast to the lows of $24,029 in the South and $24,153 in the North Central states. The $4,000 spread for the average maximum RN salary of $36,811 is a dichotomy with highs in the West ($38,780) and Northeast ($38,178) and lows in the South ($35,741) and North Central states ($34,450).

The difference between the average minimum and maximum RN salary is now $11,100 compared to $10,226 last year. The nursing salary compression may be expanding. While the percentage variation is about the same for the past two years (43% vs. 42%) it is greater than the 35% spread in 1985.

The slight increase recorded last year in facilities paying extra for a BSN over a Diploma or Associate Degree nurse (31%) is nullified. The current 26% equals 1985 levels--far below the highs in 1984/89 and 1980/81 (31% to 35%).

In Allied health, all average base salaries are also up 6% to 8%: Pharmacists ($33,039), Physical therapists ($27,994), Occupational Therapists ($26,502), and Radiology technicians ($20,245).

NURSE RECRUITER - COMPENSATION/RESPONSIBILITY/CERTIFICATION

This year information from more than one recruiter per facility was tabulated--a total of 414 recruiters in the 350 short term and combined short/long term facilities. Including salary data from all recruiters may have lowered the average salary and explain the lower percentage salary increase this year. The average respondent's salary of $34,598 is 4% higher than last year's $33,282 and a 6% increase over 1988.

The length of time responding members have been in their current jobs (43 months) increases approximately 12 months over last year. Most have been in the recruitment field an average of 5 years--up from 3 years last year.

The percent of time that respondents spend on recruitment and retention shows little change over the last two years. In general, nationwide respondents devote 70% of their time to recruitment and 23% to retention. Recruiters in strictly long term bed facilities spend a comparable 69% on recruitment and less (16%) on retention.

The question reinserted this year asking recruiters to whom they report reveals a slight shift since 1984. The largest group now reports to Human Resources (30% vs. 6% in 1984), followed by D.O.N. (17%)--down from being first in 1984 (37%). However, those reporting to the V.P. of Nursing (13%) increases from 6%.

With almost identical percentages this year, most respondents (66%) recruit for both nursing and other allied health positions, while 29% recruit only for nursing. A few (5%) are responsible only for non-nursing positions. Also as in the past, almost all respondents recruit for RNs (93%) and a majority for LPN/LVNs (80%) and nurses aides/orderlies (65%). Comparable to last year, 33% recruit for a satellite facility at a location off the main hospital campus--an average of 2.9 facilities.

An impressive majority (82%) of NAHCR members responding would be interested in certification for the Specialty of Recruitment if it were available--identical to the 81% last year.

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

HEALTHCARE RECRUITMENT SURVEY

JUNE 1990

HOSPITAL DATA*

In what region is your facility located?

	1990	1989	1985	1980
	#	#	#	#
Northeastern	125	120	66	50
Southern	73	95	54	85
North Central	91	105	66	75
Western	61	66	35	32
National	350	386	221	242

What is the bed capacity of the hospital for which you recruit?

	# Beds ("Licensed" specified in 1990)									
	0-99		100-299		300-499		500-999		1000+	
	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989
	%	%	%	%	%	%	%	%	%	%
Northeastern	4	3	30	28	35	36	26	24	3	4
Southern	1	1	26	26	33	31	33	37	7	4
North Central	2	-	23	28	45	40	26	29	1	4
Western	7	5	41	38	38	38	15	17	-	3
National	3	2	29	29	38	36	25	27	3	4

What is the bed capacity of the hospital for which you recruit?

	Average				Range
	1990	1989	1985	1980	1990
	#	#	#	#	#
Northeastern	424	421	430	486	(36-1112)
Southern	481	476	459	438	(80-1500)
North Central	420	435	472	490	(76-1000)
Western	332	363	367	379	(60-675)
National	419	428	440	456	(36-1500)

How does this compare to the capacity in 1989?

	Increase			Decrease			Same		
	1990	1989	1985	1990	1989	1985	1990	1989	1985
	%	%	%	%	%	%	%	%	%
Northeastern	14	12	11	9	6	8	76	83	82
Southern	25	12	13	5	6	9	70	82	78
North Central	9	11	3	10	8	33	80	81	64
Western	16	6	17	7	5	9	74	89	74
National	15	10	10	8	6	16	75	83	74

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average				Range
	1990	1989	1985	1980	1990
	#	#	#	#	#
Northeastern	360	410	362	306	(18-1500)
Southern	432	441	333	275	(75-1801)
North Central	384	454	422	300	(30-1351)
Western	379	405	360	300	(29- 900)
National	385	429	371	293	(18-1801)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time			Yes, fewer full-time/ more part-time			No change		
	1990	1989	1986	1990	1989	1986	1990	1989	1986
	%	%	%	%	%	%	%	%	%
Northeastern	24	18	27	17	29	28	55	51	47
Southern	15	13	17	29	38	33	48	45	44
North Central	20	16	26	35	34	37	40	40	34
Western	10	9	9	33	41	47	51	50	44
National	19	15	21	27	35	35	49	46	42

What is the average daily patient census? (By percentage licensed beds)

	1990	1989	1985	Range 1990
	%	%	%	%
Northeastern	81	81	80	(43-100)
Southern	67	68	71	(33-100)
North Central	66	68	71	(17-100)
Western	69	68	72	(38- 68)
National	72	72	74	(17-100)

How does this patient census compare to the last fiscal year?

	Increase			Decrease			Same		
	1990	1989	1985	1990	1989	1985	1990	1989	1985
	%	%	%	%	%	%	%	%	%
Northeastern	38	31	26	18	17	36	35	35	21
Southern	52	33	13	11	28	63	29	27	9
North Central	37	31	18	13	23	52	39	34	15
Western	49	27	17	12	21	49	30	42	31
National	43	31	19	14	22	49	34	34	18

*Data deleted from facilities with only long term beds.

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

HOSPITAL DATA (Continued)

What is the average patient census? (By number)

	1990 #	1989 #	1985 #	1980 #
Northeastern	354	327	347	402
Southern	310	334	333	351
North Central	280	300	339	409
Western	231	246	259	299
National	303	307	326	372

What is the nursing staff mix in your hospital?

	RN 1990 %	RN 1989 %	RN 1988 %	LPN 1990 %	LPN 1989 %	LPN 1988 %	Nsg. Aides 1990 %	Nsg. Aides 1989 %	Nsg. Aides 1988 %
Northeastern	66	69	72	14	15	13	20	17	14
Southern	67	68	69	18	19	19	14	13	12
North Central	72	73	76	13	16	16	15	11	9
Western	78	79	79	13	12	14	10	9	9
National	70	72	73	15	16	15	15	13	12
1990 range	(18%-100%)			(0%-70%)			(0%-76%)		

Do you now use or plan to use another category worker e.g. dietary, housekeeping, to assume non-nursing duties of nurses? (1989/1990 only)

	Now Use 1990 %	Now Use 1989 %	Plan to use 1990 %	Plan to use 1989 %	No 1990 %	No 1989 %
Northeastern	41	44	8	10	50	45
Southern	26	40	18	8	52	47
North Central	42	35	12	14	44	48
Western	30	38	23	11	44	52
National	36	40	14	11	48	47

If yes: please specify worker and duties. (National level)

Using #	Worker	Primary duties
53	Dietary nutritional aide	Tray delivery & pickup (54)
42	Housekeeping, housekeeper	Cleaning (17), making beds (10), housekeeping (9), Trash (4)
32	Patient transport/escort	Transport patients (26), equipment (9)
20	Unit clerks, ward secretary	Non-nursing/clerical duties (15), errands (4), stocking supplies (3)
13	More orderlies, nurses aides	Nurse extender (6), Errands (2), Bathing patients (2)
11	Patient care technician	Basic care (10), Beds (2), Feed pts.(2)
8	Monitor/CCU technicians	Watch for changes (2)
6	Pharmacy aides	Deliver medications
5	Nurse intern, student aides	Assorted duties (7)
4	Nursing technical assistant	Basic patient care (4)
1	More LPNs/LVNs	Usual duties

RECRUITMENT BUDGET (Data deleted from facilities with only long term beds.)

Do you have a separate recruitment budget?

	Yes 1990 %	Yes 1989 %	Yes 1985 %	No 1990 %	No 1989 %	No 1985 %
Northeastern	58	68	62	42	31	36
Southern	77	78	72	23	22	28
North Central	77	72	62	23	28	36
Western	75	70	54	23	30	46
National	70	72	63	30	28	36

For total recruitment budget...

Include: Direct recruiting costs--recruiter and recruiting staff salaries, travel, advertising, and recruitment materials.

Do not include: Indirect recruiting costs--overhead, office space, utilities, and orientation.

If Yes: What is your total recruitment budget for the year 1989-1990? (Values from 181 individuals)

	Average 1990 $	Average 1989 $	Average 1985 $	Average 1980 $	Range 1990 $	Median 1990 $	Median 1989 $	Median 1985 $	1990 Average With Salaries $	1990 Average Without Salaries $
Northeastern	265,371	201,933	94,373	48,836	(1,500-1,200,000)	175,054	142,800	73,900	311,024	164,724
Southern	315,158	217,179	84,035	75,521	(10,000-1,735,658)	223,950	178,100	74,000	357,683	191,997
North Central	137,253	168,890	62,128	57,938	(500- 440,834)	100,000	114,800	45,600	186,442	73,262
Western	221,549	189,593	90,757	61,982	(7,200- 650,000)	173,500	149,350	86,000	252,064	108,600
National	237,074	193,300	81,215	61,790	(500-1,735,658)	163,600	145,100	70,000	287,127	126,559

If Yes: How does this compare to your budget for the last fiscal year?

	Increase 1990 %	Increase 1989 %	Increase 1985 %	Increase 1980 %	Decrease 1990 %	Decrease 1989 %	Decrease 1985 %	Decrease 1980 %	Same 1990 %	Same 1989 %	Same 1985 %	Same 1980 %	New program/other 1990 %	New program/other 1989 %	New program/other 1985 %	New program/other 1980 %	No Answer 1990 %	No Answer 1989 %	No Answer 1985 %	No Answer 1980 %
Northeastern	36	68	24	70	25	11	32	8	29	9	29	12	6	7	7	-	4	5	7	10
Southern	64	68	33	59	5	14	49	7	23	11	13	9	4	5	3	-	4	3	3	25
North Central	59	53	24	64	9	17	46	4	21	18	27	16	6	11	-	-	6	1	2	16
Western	50	59	37	60	7	17	37	9	33	7	16	9	2	9	-	-	9	9	11	22
National	52	62	29	63	12	14	41	6	26	12	22	12	5	8	3	-	5	4	5	19

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

RECRUITMENT BUDGET (Continued)

What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 150 individuals)

	Salary				Travel				Advertising			
	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %
Northeastern	33	32	40	(8-80)	7	7	10	(0-32)	42	45	42	(0-85)
Southern	30	35	43	(1-71)	11	11	7	(2-41)	36	32	27	(0-74)
North Central	37	38	56	(10-77)	8	11	8	(0-30)	37	32	19	(7-80)
Western	36	39	44	(15-73)	9	9	6	(0-39)	36	40	32	(0-70)
National	34	36	47	(1-80)	9	9	8	(0-41)	38	37	29	(0-85)

	Recruitment materials				Other			
	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %
Northeastern	8	9	6	(0-51)	9	8	2	(0-51)
Southern	10	11	9	(0-30)	12	12	15	(0-64)
North Central	12	12	9	(0-40)	6	7	9	(0-27)
Western	7	6	8	(0-31)	12	7	9	(0-58)
National	10	10	8	(0-51)	10	8	9	(0-64)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 67 individuals)

	Travel				Advertising				Recruitment materials				Other			
	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %	1990 %	1989 %	1985 %	Range 1990 %
Northeastern	14	15	13	(0-47)	58	54	60	(0-90)	19	17	17	(0- 94)	10	14	4	(0-40)
Southern	14	18	17	(0-35)	62	44	47	(34-95)	13	19	11	(0- 33)	11	19	11	(0-54)
North Central	18	20	22	(0-40)	43	42	43	(0-75)	28	13	12	(0-100)	10	16	23	(0-45)
Western	8	20	14	(0-20)	64	57	69	(45-87)	21	12	5	(0- 45)	7	11	12	(0-47)
National	15	18	15	(0-47)	55	48	55	(0-95)	21	16	13	(0-100)	10	16	10	(0-54)

Other expenses for 1989-1990 - Combined budgets (10 or more mentions Nationally): Programs/open houses (38), relocation expenses (29), office supplies/postage (21), bonuses/incentives (21), education reimbursement/scholarships (21), retention programs (15), recruitment/foreign (13), subscription/dues (11), meals (10), interviewing expenses (10)

NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1990 #	1989 #	1985 #	1980 #	1990 #
Northeastern	64	75	75	108	(2-350)
Southern	94	94	84	120	(10-330)
North Central	74	87	65	107	(5-500)
Western	93	97	70	102	(7-370)
National	78	86	73	110	(2-500)

How many RN FTE vacancies do you currently have?

	Average				Range
	1990 #	1989 #	1985 #	1980 #	1990 #
Northeastern	31	37	20	31	(0-317)
Southern	40	44	17	43	(0-160)
North Central	33	31	15	36	(0-180)
Western	32	38	16	38	(1-120)
National	34	37	17	37	(0-317)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average					Range
	1990 %	1989 %	1988 %	1987 %	1986 %	1990
Northeastern	10	10	10	9	7	(0-46)
Southern	11	11	13	12	8	(1-28)
North Central	10	8	7	7	6	(0-33)
Western	9	8	10	8	7	(0-28)
National	10	9	10	9	7	(0-46)

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

NURSE RECRUITMENT (continued)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1990 %	1989 %	1985 %	1980 %
Medical/surgical	48	54	11	36
ICU/CCU	25	37	67	84
Psychiatric/mental health	8	4	18	6
Oncology	5	8	3	-
Operating room	5	4	15	14
Ob/gyn/nursery/maternal	5	3	3	-
Pediatric	4	2	2	-
Neurosurgery/neurology	4	4	6	12
Evening/night staff	4	4	-	-
All specialties	3	2	5	-
Emergency room	2	5	6	-
Telemetry	2	-	-	-
Coronary/cardiac surgery	2	-	-	-
Geriatric	2	-	-	-
Burn unit	1	-	6	-
Rehabilitation	1	3	2	-
Orthopedic	1	1	3	4
Hemodialysis	1	-	-	-
Respiratory	1	-	-	-
(Base)	(125)	(120)	(66)	(50)

WESTERN	1990 %	1989 %	1985 %	1980 %
ICU/CCU	41	61	63	72
Medical/surgical	41	39	-	-
Operating room	16	17	26	19
Ob/gyn/nursery/maternal	8	9	11	6
Pediatric	8	3	6	-
Emergency room	8	6	3	-
Telemetry	8	-	-	-
Oncology	7	9	9	6
Neurosurgery/neurology	7	3	3	-
Rehabilitation	7	5	9	-
Orthopedic	7	3	-	-
Coronary/cardiac surgery	3	2	3	-
Burn unit	3	-	-	-
Evening/night shift	2	6	9	-
Psychiatric/mental health	2	6	14	-
Geriatric	1	-	-	-
Respiratory	1	-	-	-
Hemodialysis	-	2	-	-
All specialties	-	2	6	-
(Base)	(61)	(66)	(35)	(32)

SOUTHERN	1990 %	1989 %	1985 %	1980 %
Medical/surgical	64	55	57	64
ICU/CCU	40	54	13	54
Oncology	8	11	9	8
Ob/gyn/nursery/maternal	7	5	11	7
Pediatric	7	1	4	-
Telemetry	7	-	-	-
Operating room	5	10	26	4
Hemodialysis	5	2	7	-
Orthopedic	5	1	2	6
Neurosurgery/neurology	4	4	6	5
Rehabilitation	4	2	2	-
Evening/night shift	4	2	-	-
All specialties	3	1	-	-
Emergency room	1	4	2	-
Coronary/cardiac surgery	1	2	4	-
Psychiatric/mental health	-	2	9	-
Burn	1	-	-	-
(Base)	(73)	(95)	(54)	(85)

NORTH CENTRAL	1990 %	1989 %	1985 %	1980 %
ICU/CCU	48	54	64	51
Medical/surgical	48	40	3	36
Oncology	10	7	2	8
Operating room	5	10	15	-
Ob/gyn/nursery/maternal	5	5	5	-
Coronary/cardiac surgery	5	5	-	-
Pediatric	5	3	5	4
Psychiatric/mental health	4	7	12	9
Emergency room	3	8	11	-
Rehabilitation	3	7	5	-
Burn unit	3	1	5	-
Hemodialysis	2	4	3	-
Neurosurgery/neurology	2	3	8	7
Orthopedic	1	4		-
Evening/night shift	1	1	3	-
Telemetry	1	-	-	-
All specialties	-	3	6	-
Recovery	-	-	-	-
(Base)	(91)	(105)	(66)	(75)

NATIONAL	1990 %	1989 %	1985 %	1980 %
Medical/surgical	50	48	7	42
ICU/CCU	37	50	63	65
Operating room	7	9	20	7
Oncology	7	8	5	6
Pediatric	6	2	4	1
Ob/gyn/nursery/maternal	6	5	7	3
Psychiatric/mental health	4	5	14	4
Neurosurgery/neurology	4	4	6	6
Telemetry	4	-	-	-
Emergency room	3	6	6	-
Rehabilitation	3	4	4	-
Evening/night shift	3	3	2	-
Orthopedic	3	2	1	9
Coronary/cardiac surgery	3	2	2	-
All specialties	2	2	4	-
Burn unit	2	*	4	-
Hemodialysis	2	2	3	-
Geriatric	1	1	1	-
Recovery room	-	*	1	-
(Base)	(350)	(386)	(221)	(242)

*Less than 0.5%

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

NURSE RECRUITMENT (continued)

What is your annual turnover rate for Full-Time Equivalent RNs?

Turnover rate = # of FTE RNs terminated in 1989 / Average # FTE RNs on staff 1989

	Average				Range
	1990	1989	1985	1980	1990
	%	%	%	%	%
Northeastern	15	17	19	29	(1-40)
Southern	21	20	20	34	(2-37)
North Central	15	16	16	27	(2-35)
Western	18	19	16	31	(3-38)
National	17	18	18	30	(1-40)

What is your cost per FTE hire?

Cost per hire = (All RN recruitment operational expenses + all recruitment employee salaries) / Total number of RNs hired in 1989

	Average				Range
	1990	1989	1985	1980	1990
	$	$	$	$	$
Northeastern	2,433	2,166	1,247	649	(468-7,000)
Southern	2,071	1,769	1,256	816	(650-9,000)
North Central	1,900	1,881	750	682	(580-9,000)
Western	1,883	2,045	1,135	777	(420-6,200)
National	2,128	1,963	1,073	731	(420-9,000)

In the past year, did you utilize a recruiting or employment agency?

	Yes				No			
	1990	1989	1985	1980	1990	1989	1985	1980
	%	%	%	%	%	%	%	%
Northeastern	30	28	26	18	69	73	73	82
Southern	38	43	22	32	60	57	78	68
North Central	32	37	15	28	68	63	85	72
Western	34	26	17	47	64	73	80	53
National	33	34	20	30	66	66	79	70

If Yes: What types of positions are filled by agencies?

National level	1990	1989	1988	1987
	%	%	%	%
Nursing Administration	47	51	57	42
Nursing staff	45	29	36	31
Therapists	4	9	10	11
Other	16	11	12	13
(Base)	(115)	(130)	(104)	(55)

Did you recruit nurses from outside the United States during 1990?

	Yes				No			
	1990	1989	1985	1981	1990	1989	1985	1981
	%	%	%	%	%	%	%	%
Northeastern	27	24	11	24	72	75	89	74
Southern	34	30	13	24	66	71	87	76
North Central	8	11	-	9	92	89	100	91
Western	21	14	14	25	77	86	86	74
National	23	20	9	20	77	80	91	79

Do you plan to recruit foreign nurses during 1990? (1989 and 1990 only)

	Yes		Maybe		No	
	1990	1989	1990	1989	1990	1989
	%	%	%	%	%	%
Northeastern	17	18	14	23	68	59
Southern	23	20	18	28	59	52
North Central	3	6	13	13	82	81
Western	15	17	18	14	66	70
National	14	15	15	20	69	65

If yes: What countries? (more than 2 Nationwide)

Countries	1990	1989	1984	1981
	#	#	#	#
Northeastern:				
Philippines	17	15	14	13
United Kingdom and Ireland	16	12	3	8
Canada	11	8	2	7
Jamaica/West Indies	7	4	2	1
China, Japan, Orient, Korea	3	-	-	-
India	2	-	-	-
Australia/New Zealand	2	-	-	-
Netherlands/Belgium	1	-	-	-
Southern:				
Canada	20	19	6	16
United Kingdom and Ireland	8	6	1	7
Philippines	3	13	1	7
India	2	-	-	-
Australia/New Zealand	1	2	-	4
Jamaica/West Indies	1	2	-	-
Netherlands/Belgium	-	1	-	-
North Central:				
Canada	2	8	1	9
Jamaica/West Indies	2	-	-	-
Philippines	1	3	-	3
United Kingdom and Ireland	1	2	-	2
Netherlands/Belgium	-	1	-	-
India	1	-	-	-
Australia/New Zealand	1	-	-	-
China; Japan; Orient; Korea	1	-	-	-
Western:				
Canada	10	9	2	18
United Kindom and Ireland	5	5	3	11
Jamaica/West Indies	-	1	1	-
Philippines	2	1	-	2
Belgium/Netherlands	-	1	-	-
Australia/New Zealand	3	1	-	3

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

NURSE RECRUITMENT (continued)

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1990	1989	1985	1990	1989	1985	1990	1989	1985	1990	1989	1985	1990	1989	1985
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	57	56	65	51	63	52	45	52	59	57	64	69	53	58	61
Career days	25	21	35	26	21	19	39	42	42	33	20	20	30	26	31
Individual campus visits	15	13	21	34	23	15	31	31	14	23	24	11	25	22	16
Career directories	6	7	11	12	12	32	2	5	8	12	9	26	7	8	17
Job fairs	5	6	17	4	4	2	14	15	5	7	8	3	7	8	7
National nursing journal advertising	5	5	6	15	17	24	26	3	3	20	11	11	8	8	10
Student nurse conventions	4	8	11	14	10	9	7	17	17	3	8	6	7	11	11
Specialty nurse meetings	3	2	2	3	2	2	1	-	2	3	5	-	3	2	1
Nonlocal newspaper advertising	3	2	5	3	5	6	4	3	3	5	3	14	4	3	6

National level	Users					Success by Users					
						Most		Moderately		Little/No	
	1990	1989	1988	1987	1986	1990	1989	1990	1989	1990	1989
	%	%	%	%	%	%	%	%	%	%	%
Local advertising	97	98	97	98	96	54	59	41	34	5	7
Career days	95	96	92	90	88	32	28	51	56	18	17
Individual Campus visits	79	78	75	69	61	31	28	50	54	19	17
Job fairs	74	70	67	63	48	10	12	51	43	39	45
Student nurse conventions	73	77	72	62	56	9	14	59	55	32	32
Nonlocal newspaper advertising	66	71	79	69	68	6	4	30	33	65	62
Career directories	65	65	70	63	67	11	12	47	42	42	46
National journal advertising	64	66	71	65	60	13	13	46	43	41	45
Specialty nurse meetings	55	32	58	47	35	5	3	35	38	60	59

How many recruitment trips did you make last year?

	Average			Range
	1990	1989	1985	1990
	#	#	#	#
Northeastern	14	16	9	(0-80)
Southern	17	16	7	(0-82)
North Central	18	17	9	(1-53)
Western	6	7	2	(0-22)
National	14	15	7	(0-82)

How does this compare to previous years?

	More			Same			Less		
	1990	1989	1988	1990	1989	1988	1990	1989	1988
	%	%	%	%	%	%	%	%	%
Northeastern	30	52	65	42	32	21	21	11	1
Southern	40	53	62	38	32	23	15	12	6
North Central	42	56	66	44	31	27	10	9	5
Western	36	36	52	44	50	32	15	6	4
National	36	51	62	42	35	25	16	10	4

RETENTION (National level only)

What program or benefit offered by your facility is most helpful in retention?
(Asked in selected years 1980-1984 and 1990)

National	1990	1984	1980
	%	%	%
Tuition reimbursement	23	22	12
Working conditions	18	6	5
Salary	17	8	9
Flexible scheduling	15	12	6
Pay differentials/buy back options	11	-	-
Career ladder	11	8	9
Educational /CEU's	9	12	16
Medical insurance benefits	7	14	7
Day care	7	2	-
Benefits/flexible benefits	7	5	-
Bonuses	6	-	-
Vacations	5	2	-
Recognition program	4	-	-
No shift rotation	3	-	-
Scholarships	2	-	-
Other mentions	7	-	-

Other mentions (more than 2 mentions):

#	
5	Free parking
5	Primary care/nursing/patient ratio
3	On site college courses
3	Orientation/preceptor programs

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

ALLIED HEALTH RECRUITMENT - National values only due to small # responding (228--37 to 70 per region)

How many of the following allied health FTE (full time equivalents) vacancies do you plan to recruit this year?

	Current Vacancies Average			No Vac.			Ave. # to be recruited		
	1990	1989	1988	1990	1989	1988	1990	1989	1988
	#	#	#	%	%	%	#	#	#
Pharmacists	1	1	1	47	59	49	2	2	3
Physical Ther.	2	1	1	31	44	34	3	2	3
Occupational Ther.	1	1	1	51	64	55	1	1	1
Respiratory Ther.	2	2	3	34	42	32	4	3	6
Medical Tech.	2	2	2	35	45	51	3	2	4
Radiologic Tech.	2	2	2	35	30	32	3	2	3
Nurses	34	37	42	1	2	1	78	86	100

Other current position vacancies (1990 only) (more than two mentions)

#	
14	Nuclear technician
10	Radiation therapy tech
10	Medical transcriptionist
10	Social worker
7	Speech pathologist
7	Dieticians
7	Other technicians (echo, ultrasound)
6	Physician assistant
3	EEG tech
3	Perfusionist

Which positions are hardest to fill? (limited to three in 1990)

	1990	1989	1988	1987
	%	%	%	%
Physical therapist	67	69	60	66
Radiology technician	52	57	13	19
Pharmacist	38	62	29	28
Medical technologist	35	51	15	NA
Occupational therapist	34	46	20	15
Respiratory therapist	28	51	21	21
Other	15	14	8	30
No Answer	3	5	2	1

How difficult? (where 1 = most difficult to fill)

	1		2		3	
	1990	1989	1990	1989	1990	1989
	%	%	%	%	%	%
P.T.	45	35	14	12	6	6
Radiol.	18	10	16	9	17	9
Pharm.	12	12	13	12	11	11
Resp. T.	6	5	15	8	6	9
Med. Tech.	8	4	11	7	16	8
Occ. T.	6	5	18	11	9	7
Other	3	3	5	3	6	2

During the past year, what methods of recruiting allied health personnel have been successful for you?

	1990	1989	1987
	%	%	%
Local advertising	43	48	46
Nat. prof. journal advertising	27	25	27
Career days	16	14	13
Ads	18	14	-
Indiv. campus visits	10	14	10
Referral/word of mouth	18	12	10
Job fairs	12	9	9
Mass direct mailings	17	9	-
Conventions/meetings	5	4	9
Agency/prof. recruiters	3	5	-
Nonlocal newspaper advertising	-	2	16
Other (see beside)	13	15	19
No answer	-	10	7

Other methods (more than 4 mentions):

#	
10	Hiring/sign-on bonus
7	Work/study program
5	Scholarship/loans/tuition

LONG TERM/EXTENDED CARE (1990 only) National values only due to small # in each region.
Includes 82 in facilities with both short & long term beds and 9 facilities with long term beds only.

How many long term beds do you have?

	Average # Beds	Range
Both	116	(8-566)
Long term only	202	(91-534)

Which of the following positions are covered by your recruiting?

	Both	Long term only
	%	%
RN	96	100
LPN/LVN	85	78
Nurses Aides	72	56
Physical Therapists	37	44
Pharmacist	32	11
Other	33	33

Please list any recruitment techniques and activities you have found successful that are different from those listed in Question #10 under Nurse Recruitment.

#	(More than 3 mentions)
23	Open houses/Career days
11	Direct mail
6	Word-of-mouth referral/reputation
5	Nursing extern programs
4	Recruitment/sign-on bonus

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

BENEFITS

In addition to health and life insurance, does your facility offer the following benefits to health care employees?
(1985, 1980 values are for nurses only)

Pension Plan:

	1990 %	1989 %	1985 %	1980 %
Northeastern	93	96	97	90
Southern	90	90	85	85
North Central	95	100	99	95
Western	89	94	97	97
National	92	95	95	91

Tax shelter annuity:

	1990 %	1989 %	1985 %	1980 %
Northeastern	91	94	91	76
Southern	95	86	85	49
North Central	95	96	94	85
Western	92	92	91	72
National	93	93	91	69

Credit union:

	1990 %	1989 %	1985 %	1980 %
Northeastern	86	85	74	54
Southern	93	97	91	86
North Central	98	98	88	73
Western	97	99	97	84
National	93	94	86	75

Dental Insurance:

	1990 %	1989 %	1984 %	1980 %
Northeastern	89	88	79	42
Southern	89	84	59	12
North Central	93	91	75	39
Western	97	97	100	88
National	91	90	75	36

Pharmacy discount:

	1990 %	1989 %	1985 %	1984 %
Northeastern	80	81	85	85
Southern	88	84	91	83
North Central	80	87	82	80
Western	79	79	80	73
National	81	83	85	81

Wellness center:

	1990 %	1989 %	1985 %	1984 %
Northeastern	32	33	24	27
Southern	45	34	46	30
North Central	42	47	49	35
Western	43	35	66	33
National	39	37	43	31

Child care center:

	1990 %	1989 %	1985 %	1984 %
Northeastern	45	38	32	21
Southern	38	30	28	22
North Central	41	41	30	32
Western	34	24	26	12
National	41	34	29	23

Full-time benefits for part-time employees:

	1990 %	1989 %	1987 %	1985 %
Northeastern	21	21	15	30
Southern	27	21	17	17
North Central	24	20	25	23
Western	34	36	39	40
National	25	23	22	26

Pro-rated benefits for part-time employees:

	1990 %	1989 %	1987 %
Northeastern	87	86	88
Southern	80	76	89
North Central	80	82	80
Western	79	82	88
National	82	82	86

Other benefits in 1989 (National only) more than 10 mentions:

#	
20	Disability insurance
16	Free parking
16	Flexible benefits
16	Sick child care
15	Child care subsidy/referral service
15	Employee counseling and assistance/EAP
13	Excellent vacation/Holiday benefits
10	Other discounts (hospital/insurance)
8	Vision insurance/care
7	Food discount/free meals

ALLIED HEALTH SALARIES - Average minimum and maximum

Physical therapist

	Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
Northeastern	27,478	26,425	37,886	34,939	(20,105 - 50,349)
Southern	28,436	26,117	40,533	36,369	(19,032 - 47,216)
North Central	27,370	25,664	38,305	35,463	(19,864 - 54,100)
Western	29,226	26,835	40,629	37,139	(24,408 - 52,000)
National	27,994	26,176	54,100	39,150	(19,032 - 54,100)

Occupational therapist

	Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
Northeastern	27,099	24,802	37,647	33,645	(21,255 - 50,394)
Southern	27,147	24,078	38,856	34,151	(18,096 - 47,216)
North Central	24,978	23,722	34,880	32,923	(19,677 - 41,587)
Western	27,341	25,880	37,963	35,951	(21,000 - 45,614)
National	26,502	24,447	37,109	33,876	(18,096 - 50,394)

Respiratory therapist

	Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
Northeastern	23,011	21,624	30,714	28,704	(13,998 - 42,383)
Southern	21,373	19,714	30,770	27,732	(15,517 - 39,603)
North Central	20,429	19,211	28,460	26,060	(14,137 - 37,851)
Western	21,835	20,557	30,364	29,205	(17,500 - 41,433)
National	21,583	20,249	29,982	27,714	(13,998 - 42,383)

Radiologic Technician

		Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
NE		21,073	20,546	28,383	26,801	(14,025 - 40,000)
S		18,930	17,575	27,591	24,786	(13,312 - 39,890)
NC		19,462	18,261	27,048	24,788	(15,405 - 33,945)
W		21,847	20,694	30,389	28,148	(17,118 - 39,162)
N		20,245	19,139	28,227	25,885	(13,312 - 40,000)

Medical Technologist

		Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
N		22,550	21,408	30,347	28,795	(14,025 - 38,713)
S		21,597	20,227	31,169	28,620	(16,265 - 37,752)
NC		22,010	20,613	30,927	28,404	(16,453 - 37,794)
W		24,849	24,005	34,555	32,891	(20,467 - 49,600)
N		22,629	21,244	31,576	29,239	(14,025 - 49,600)

Pharmacist

		Minimum 1990 $	Minimum 1989 $	Maximum 1990 $	Maximum 1989 $	Range 1990 $
NE		32,669	31,382	43,596	40,758	(26,582 - 67,400)
S		32,186	30,585	46,314	42,242	(23,358 - 57,533)
NC		31,707	29,861	44,296	41,229	(25,397 - 51,729)
W		36,762	34,308	49,185	45,208	(27,081 - 64,167)
N		33,039	31,126	45,444	41,923	(23,358 - 67,400)

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

BENEFITS AND SALARIES FOR NURSES

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1990 %	1989 %	1984 %	1980 %
Northeastern	98	99	96	100
Southern	99	100	83	79
North Central	98	99	89	89
Western	85	94	79	63
National	96	98	88	84

Paid time off to attend seminars/ continuing education:

	1990 %	1989 %	1985 %	1984 %
Northeastern	89	91	96	96
Southern	85	82	96	97
North Central	86	78	82	89
Western	79	91	97	94
National	85	85	92	94

Special orientations or internship programs (for new graduates):

	1990 %	1989 %	1985 %	1980 %
Northeastern	78	74	91	82
Southern	95	76	83	94
North Central	74	75	82	94
Western	82	86	83	94
National	81	77	85	91

Evening/weekend shift differential payment: (1989/90 see below)

	1988 %	1987 %
Northeastern	87	82
Southern	88	86
North Central	78	78
Western	70	64
National	82	78

Flexible staffing:

	1990 %	1989 %	1985 %	1980 %
Northeastern	82	83	64	38
Southern	97	91	74	62
North Central	86	86	73	59
Western	80	91	71	53
National	86	87	70	55

Critical care internship:

	1990 %	1989 %	1988 %	1987 %
Northeastern	34	49	44	49
Southern	63	57	55	57
North Central	32	37	34	33
Western	61	74	70	48
National	44	52	49	47

Evening/night differential payment: (1989/90 only)

	1990 %	1989 %
Northeastern	96	98
Southern	99	97
North Central	100	95
Western	93	99
National	97	97

Weekend differential payment: (1989/90 only)

	1990 %	1989 %
Northeastern	62	59
Southern	85	67
North Central	71	58
Western	49	49
National	67	59

Scholarships for student nurses: (1989/90 only)

	1990 %	1989 %
Northeastern	48	33
Southern	81	39
North Central	60	46
Western	53	27
National	59	37

Clinical laddering:

	1990 %	1989 %	1988 %	1984 %
Northeastern	47	42	50	38
Southern	63	59	50	39
North Central	46	40	34	30
Western	53	61	54	49
National	51	49	47	38

Refresher courses: (to retrain returning nurses)

	1990 %	1989 %	1988 %	1984 %	1980 %
Northeastern	18	24	35	16	42
Southern	27	25	23	19	46
North Central	26	24	22	19	47
Western	21	26	20	8	44
National	23	25	26	16	45

Work study programs for students:

	1990 %	1989 %	1988 %	1984 %
Northeastern	35	30	27	42
Southern	32	26	27	46
North Central	36	30	24	37
Western	31	18	26	37
National	34	27	26	41

Sign-on bonus:

	1990 %	1989 %	1988 %
Northeastern	20	27	24
Southern	30	26	30
North Central	28	20	22
Western	20	12	14
National	24	22	23

Retention bonus:

	1990 %	1989 %	1988 %
Northeastern	10	13	10
Southern	7	12	14
North Central	12	5	5
Western	8	15	6
National	9	11	9

Relocation Expenses:

(1990 only)	1990 %
Northeastern	22
Southern	77
North Central	32
Western	62
National	43

Other benefits (National only) more than 5 mentions:

Referral recruitment bonuses (14), shift options/bonuses (13), pay differential (cc/other) (11), scholarships/externship (11), certification bonus (8), CEUs/education (7).

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

SALARIES - What is the ANNUAL salary range for each of the following positions?

	Average Minimum 1990 $	1989 $	1985 $	Average maximum 1990 $	1989 $	1985 $	Range 1990
LPN/LVN							
Northeastern	18,615	18,035		24,960	23,962		(12,400 - 37,481)
Southern	15,631	14,561		22,124	20,700		(13,000 - 28,475)
North Central	16,425	15,405	N.A.	22,396	20,660	N.A.	(12,000 - 31,000)
Western	17,357	17,119		23,739	22,891		(13,728 - 31,387)
National	17,211	16,263		23,491	22,013		(12,000 - 37,481)
RN							
Northeastern	27,493	25,977	19,597	38,178	36,104	25,679	(20,475-56,000)
Southern	24,029	22,342	18,405	35,741	32,904	25,667	(21,050-53,159)
North Central	24,153	22,733	19,242	34,450	31,808	25,735	(19,500-46,571)
Western	26,431	25,702	22,024	38,780	37,667	30,027	(21,000-52,000)
National	25,721	24,150	19,591	36,811	34,376	26,404	(19,500-56,000)
Head nurse							
Northeastern	34,380	31,448	24,033	45,463	42,216	31,604	(24,458-70,000)
Southern	31,425	27,998	22,874	44,843	39,880	31,357	(21,091-59,110)
North Central	30,452	28,392	23,982	43,060	40,157	32,869	(21,902-54,779)
Western	33,767	32,895	27,675	47,699	45,891	37,267	(20,800-65,300)
National	32,627	29,972	24,352	45,063	41,682	32,894	(20,800-70,000)
Supervisor							
Northeastern	35,085	32,222		46,679	44,090		(24,458-77,000)
Southern	31,906	28,945		45,377	41,052		(23,962-62,254)
North Central	31,663	29,507	N.A.	45,048	41,733	N.A.	(20,748-68,000)
Western	36,131	34,151		49,213	47,469		(26,624-79,000)
National	33,673	31,000		46,404	43,255		(20,748-79,000)
Director of Nursing							
Northeastern	46,821	44,495	36,857	67,869	61,755	48,350	(20,000-200,000)
Southern	42,794	38,704	31,695	61,985	54,771	43,895	(29,200-103,708)
North Central	42,097	39,842	34,372	59,713	56,814	48,279	(29,266-90,384)
Western	46,973	47,223	40,263	66,485	68,386	54,511	(29,744-100,000)
National	44,790	42,360	35,495	64,245	59,972	48,304	(20,000-200,000)

Do you pay more for a BSN than a diploma or an ADN?

	Yes 1990 %	1989 %	1985 %	1980 %	No 1990 %	1989 %	1985 %	1980 %
Northeastern	26	34	35	38	73	61	64	62
Southern	23	38	22	34	75	59	78	66
North Central	28	23	23	39	68	73	74	61
Western	26	30	26	25	67	61	74	72
National	26	31	27	35	71	64	72	65

RECRUITER (414 Respondents) - Multiple recruiters in one facility

What is your annual salary?

	Averages 1990 $	1989 $	1985 $	1980 $	Range 1990 %
Northeastern	37,153	35,195	27,188	18,322	(15,704 - 60,000)
Southern	32,251	31,248	27,017	18,014	(15,506 - 50,000)
North Central	31,730	30,713	26,819	19,516	(14,000 - 54,000)
Western	36,834	36,767	31,691	21,504	(21,000 - 53,000)
National	34,598	33,282	27,773	19,019	(14,000 - 60,000)

What category positions are covered by your recruiting? (1989/90 only)

	Nursing and all others 1990 %	1989 %	Only Nursing 1990 %	1989 %	Only Non-nursing 1990 %	1989 %
Northeastern	64	63	30	34	5	3
Southern	69	71	26	28	5	-
North Central	61	78	35	21	5	1
Western	72	65	21	33	7	2
National	66	69	29	29	5	2

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

RECRUITER (Continued)

What percent of your time is spent on recruitment?

	Average				Range
	1990	1989	1985	1980	1990
	%	%	%	%	%
Northeastern	71	72	66	74	(5-100)
Southern	72	69	57	72	(10-100)
North Central	71	71	54	73	(5-100)
Western	66	61	59	78	(10-100)
National	70	69	59	73	(5-100)

What percent of your time is spent on retention?

	Average			Range
	1990	1989	1988	1990
	%	%	%	%
Northeastern	23	24	21	(0-80)
Southern	26	26	23	(0-90)
North Central	21	21	21	(0-80)
Western	21	25	23	(0-60)
National	23	24	22	(0-90)

To whom do you report?

	D. O. N.		Personnel		Human Resources		Employment		Admin./ Asst. Adm.		V.P. Nursing		Recruitment/ Retention		Other	
	1990	1984	1990	1984	1990	1984	1990	1984	1990	1984	1990	1984	1990	1984	1990	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	20	38	11	25	27	6	4	10	11	10	18	2	8	1	2	4
Southern	14	36	11	20	34	13	11	3	8	7	10	7	9	5	4	6
North Central	11	38	17	29	32	2	13	7	7	8	13	7	5	1	2	5
Western	24	31	16	24	29	4	4	6	16	20	6	8	3	2	2	2
National	17	37	13	25	30	6	8	7	10	10	13	6	6	2	2	2

Which positions are covered by your recruiting?

	RN		LPN/LVN		Therapists Phys, Occ, and Respiratory		Nurses Aides/ Orderlies		Ward Clerk/ Unit Secretary		Pharmacist		Medical Technologist		Physician		Other	
	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	91	96	80	87	28	26	66	72	50	53	20	22	22	22	6	2	40	33
Southern	94	99	80	90	42	31	60	55	54	46	34	26	32	25	-	4	33	39
North Central	95	94	81	89	44	44	65	67	45	61	38	41	29	34	7	11	31	40
Western	91	97	81	79	35	21	66	64	59	56	40	15	31	18	15	5	43	27
National	93	96	80	87	37	31	65	65	51	54	31	27	28	25	7	5	37	36

Other positions (National) more than 6 mentions: All positions (32), technical professionals (30), management and administration (27), clerical personnel (19), supply/maintenance (15), social service workers (14), student intern, and extern nurses (8), all allied health (8), all nursing (7), and dietitians (5).

How long have you held this job?

	Average # months			Range
	1990	1989	1985	1990
	#	#	#	#
Northeastern	44	30	45	(1-408)
Southern	33	25	44	(1-288)
North Central	48	31	47	(1-240)
Western	47	34	52	(2-192)
National	43	30	46	(1-408)

How long have you been engaged in recruiting?

	Average # months			Range
	1990	1989	1985	1990
	#	#	#	#
Northeastern	57	39	56	(1-408)
Southern	54	34	50	(1-300)
North Central	58	36	55	(1-240)
Western	68	42	65	(5-180)
National	59	38	56	(1-408)

Would you be interested in certification for the specialty of recruitment if it were available? (1989/90 only)

	YES		NO	
	1990	1989	1990	1989
	%	%	%	%
Northeastern	76	84	19	15
Southern	88	84	9	15
North Central	84	79	16	21
Western	81	74	12	24
National	82	81	15	18

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

RECRUITER (Continued)

What is your title?

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Prof. Health Care Recruiter/ Recruiter	
	1990 %	1989 %	1985 %	1990 %	1989 %	1990 %	1989 %	1985 %	1990 %	1989 %	1985 %	1990 %	1989 %
Northeastern	33	33	52	19	15	16	10	12	12	21	9	4	10
Southern	30	40	32	16	25	18	12	11	8	3	20	13	11
North Central	28	29	27	10	16	26	25	23	8	4	12	11	10
Western	19	32	26	28	21	27	18	26	10	17	23	4	5
National	29	33	35	17	19	21	16	17	10	11	15	8	9

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Other		
	1990 %	1989 %	1985 %	1990 %	1989 %	1985 %	1990 %	1989 %	1985 %
Northeastern	6	6	8	1	1	9	1	4	-
Southern	5	4	13	2	1	13	7	3	3
North Central	5	7	14	2	1	9	11	5	3
Western	3	2	6	4	5	14	4	2	1
National	5	5	10	2	2	11	7	4	1

Other titles (more than 2 mentions Nationally)

#	
11	Human Resources Specialist/Mgr./Dir.
5	Allied Health Recruiter

What is the highest level of education you have completed?

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1990 %	1989 %	1985 %	1980 %	1990 %	1989 %	1985 %	1990 %	1989 %	1985 %	1980 %	1990 %	1989 %	1985 %	1980 %	1990 %	1989 %	1985 %	1980* %
Northeastern	10	9	5	10	12	9	17	52	56	52	70	22	24	23	8	3	2	-	26
Southern	13	10	15	16	10	14	13	58	61	48	52	15	12	15	12	4	1	4	35
North Central	7	9	11	14	13	23	15	56	51	55	60	13	11	12	4	7	1	5	38
Western	10	17	9	19	9	8	20	56	55	49	50	18	17	17	19	6	3	3	22
National	10	10	10	14	11	14	16	55	55	51	57	17	16	17	10	5	2	3	32

*1980 figures include Diploma nurses

Are you an RN?

	Yes				Male				Female			
	1990 %	1989 %	1985 %	1980 %	1990 %	1989 %	1985 %	1980 %	1990 %	1989 %	1985 %	1980 %
Northeastern	75	83	77	64	6	5	9	10	93	95	88	88
Southern	68	71	72	58	5	7	11	19	94	92	87	80
North Central	60	63	70	75	3	9	9	13	93	91	89	84
Western	57	79	77	88	6	2	9	6	94	99	91	94
National	66	74	74	68	5	6	10	13	93	94	89	85

© 1990 by Springhouse Corporation publisher of Nursing90. All rights reserved.

We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 5769
Akron, Ohio 44372

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____